Outcomes of the 2016-2019 Strategic Plan

Strategic Goal #1: Achieving Educational Goals: Academic Planning and Pathways:
- Developed and implemented 10 Areas of Interest (AoI) by May 2017:
    - Art, Design and Performing Arts
    - Business, Entrepreneurship and Information Technology
    - Education
    - Engineering, Math and Computer Science
    - Health Sciences
    - Liberal Arts, Language and Communication
    - Manufacturing and Construction
    - Physical and Life Science
    - Public Service
    - Social Science
- Formed and launched AoI Core Teams in April 2018. Teams are comprised of faculty members from the academic programs within the AoI and advisors/counselors who have been assigned as specialists in the AoI. Each team also has a dean serving as ex-officio.
- Redesigned the application for admission to integrate the AoI framework.
- Redesigned the College website around the AoI to ensure consistency throughout program pages.
- Integrated AoI into the Academic Advising/Counseling structure. Case managed advising assignments were made by AoI wherever possible, as identifying AoI at the time of application began in spring 2019.
    - Fall 2017: 4,469 enrolled students were assigned to an advisor
    - Fall 2018: 7,275 enrolled students were assigned to an advisor
- Collaborated with Start Smart to offer First Year Seminar sections aligned with AoI.
    - Increased number of Start Smart sections from 61 in fall 2017 to 108 in fall 2019.
    - Increased number of Start Smart sections aligned to an AoI from 23 (38%) in fall 2017 to 85 (79%) in fall 2018.
- Developed the following goal team and campus-wide initiatives around the AoI construct:
    - AoI videos viewable on the application website and prior to orientation
    - AoI shirts created for all employees
    - AoI banners displayed throughout campus
    - Student-facing events and activities organized by AoI

Strategic Goal #2: Alignment of Employee Skills with Strategic Directions:
- Established *Soar Together* onboarding experience that helps new employees learn about the mission of the College, the culture of providing support for student success throughout the College, and ways they enhance the student experience through their individual roles.
- Conducted a survey to identify barriers to professional development. Results indicated that employees were satisfied with the offerings for professional development at Harper but identified time to participate as a barrier. In response, professional development on *Sustaining the Professional Self for Deep Work* workshop was implemented and will continue to be offered.
- Created a rubric for scaling up Professional Development, available on the employee portal that may be used to identify and coordinate College professional development needs for the next strategic plan.
- Created a professional development dashboard to identify professional development opportunities by topic and by employee group.

Strategic Goal #3: Curriculum and Instruction:
- Implemented a process for quality assurance in online/blended courses that included implementing professional development for new online instructors and creating a five-year course design review cycle.
- Offered online courses on Action Research where 27 faculty members completed projects that included homework practices, study skills, motivation, textbook compliance, writing support, exit tickets, exam wrappers, and incorporating student outcomes in the class lesson.
- Implemented Open Educational Resources (OER) where faculty either adapted, adopted or created course materials for students. In spring 2019, 20 faculty implemented OER/no-cost/low-cost course materials in 36 sections, impacting 877 students.
- Supported 48 faculty members in implementing classroom changes designed to increase course retention through adoption of one of the following research-based strategies: interacting with students by name; checking in regularly; scheduling one-on-one meetings; and practicing paradox. Faculty perceptions of their own self-efficacy were impacted positively, and student withdrawal rates decreased in courses taught by faculty who participated in the initiative.
- Awarded one grant to support curriculum development for the ENG101 ALP course.
- Identified high-impact teaching practices.

Strategic Goal #4: Stewardship:
- Developed a rubric to help the College assess the human and financial impact of initiatives in order to optimize student success.
- Piloted the rubric with Harper Leadership Institute professional development program and with several previous strategic plan initiatives.
- Analyzed the human and financial impact of several strategic plan initiatives through the application of the developed rubric. Initiatives included Fortifying Online Instruction, the professional development dashboard, and *Soar Together* onboarding experience.

Strategic Goal #5: Student Experience:
- Defined the Culture of Care: As a Harper community, through our actions we embrace that everyone is important. You MATTER, We CARE.
- Created a video in spring 2019 on key services and forms of support at Harper. Piloted the video in spring/summer 2019, with a full scale launch in fall 2019.
- Launched texting pilot with academic advisors, faculty, and Student Communications. Pilot showed some positive results, with increased persistence and financial aid form completion for students who received text messages.
- Held a variety of Culture of Care activities for students and employees, including:
  - "Pop It Like It's Hot" event in fall 2018 to raise awareness of food insecurity and gather donations for the Hawks Care Pantry.
  - "You've Been Hawked" student event in spring 2018. Result showed an increase in positive responses from pre-survey (59%) to post-survey (72%).
  - School Supply Drive
  - Book discussion groups
  - Culture of Care workshops